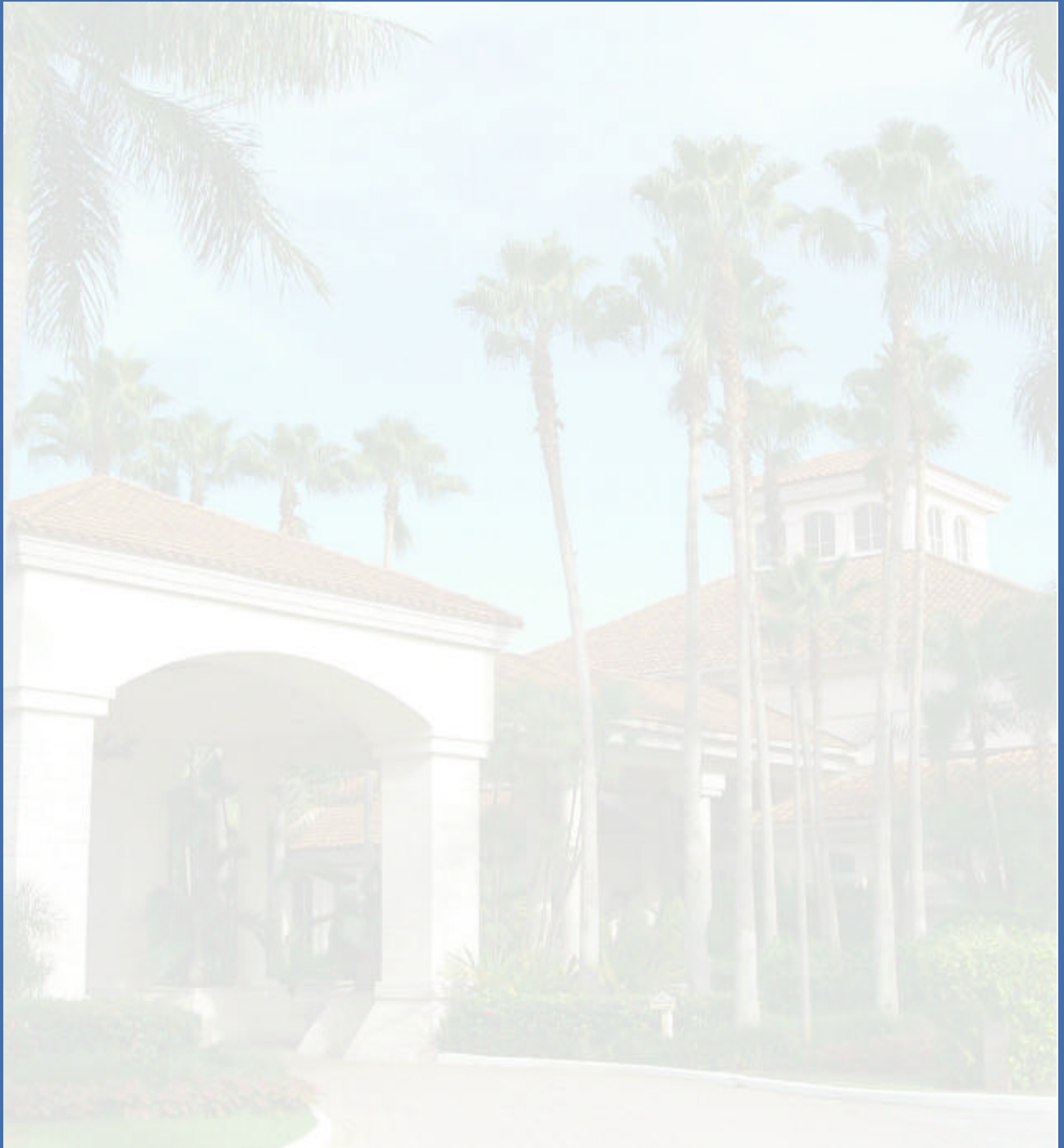


CITY OF DORAL

South Florida's Premier Place to Live, Learn, Work & Play



City of Doral

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City Council

Juan Carlos Bermudez
Mayor

Pete Cabrera
Vice Mayor–Council Seat 1

Sandra Ruiz
Council Seat 2

Mike DiPietro
Council Seat 3

Robert VanName
Council Seat 4

Interim City Manager

Joe I. Rasco

Interim City Attorney

Gilberto Pastoriza, Esq.
Pastoriza, Guedes Cole, & Boniske, P.A.

Interim Finance Director

Carlos M. Trueba, CPA
Rodríguez, Trueba & Co., P.A.

Interim City Clerk

Beatriz Arguelles

City of Doral, Florida

Operating and Capital Budget 2003-04



City of Doral

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City of Doral, Florida

Operating and Capital Budget 2003-04



City of Doral

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Budget Message

September 24, 2003

Honorable Mayor Juan Carlos Bermudez
Honorable Vice Mayor Peter Cabrera
Honorable Councilman Mike DiPietro
Honorable Councilwoman Sandra Ruiz
Honorable Councilman Robert VanName

Dear Members of Council and Residents of the City of Doral:

After many years of working hard to incorporate Doral the fruits of this labor are now real. On behalf of the Mayor and Council it is my pleasure to present to you the City of Doral's first full year budget. This budget fulfills the requirements laid out specifically by the City's Charter. The City's Charter was approved by the electorate on June 24, 2003 and dictated that a budget be compiled for the FY 2002-2003 which covered the period from June 24th (the Charter's inception) to September 30, 2003. Municipal budgets in Florida always run from October 1st to September 30th. The charter writing committee thought it important to set that initial budget and also called for the City to quickly develop a budget for the 2003-2004 fiscal year. The reason for this emphasis on the budget centered on the possibility that the city might be able to set its first official budget in September of 2003, including setting its first millage rate (municipal tax rate). Unfortunately, the timing of Doral's incorporation precluded (under state law) the new City from setting its own tax rate this September.

The City has had to focus on producing two budgets since its first official meeting of August 21st. A budget is the financial framework for laying out your local government's priorities. This budget does precisely that by transitioning services and operations from Miami-Dade County to the new City of Doral. This budget for FY 2003-2004 is a year of transition.

A Year of Transition FY 2003-2004

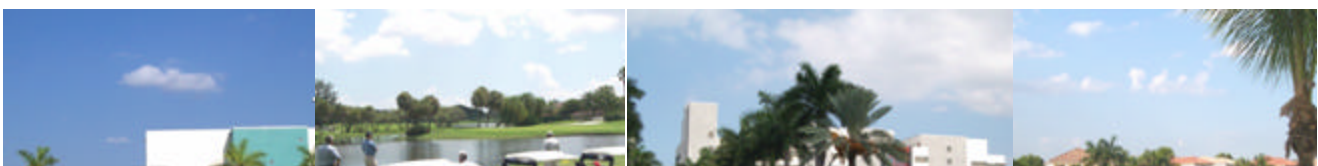
The purpose of local government is to provide governance, government closer to the people, and to provide municipal services to residents and businesses such as police and parks.

Local Governance

The Mayor and Council have already embarked on this mission. The Council's first meeting, under the leadership of Mayor Juan Carlos Bermudez, 17 resolutions and 3 ordinances were passed to put life into the new City government. The City has taken on all Master Plan and Zoning issues that may impact Doral from now on. In addition, the Mayor named five committees Doral's finest residents. The Mayor named 30 members of the community to provide input as Doral begins to chart a new course. The committees created are Parks and Recreation, Transportation, Community Identity, Code Enforcement and the City Seal. The committee meetings will be open to the public thereby providing even further public involvement.

City of Doral, Florida

1 Operating and Capital Budget 2003-04



City of Doral

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Enhancing Municipal Services

The commitment made during the incorporation process was to significantly enhance services in all areas. The Proposed Budget begins to address the Council's goals of enhancing municipal services in all areas including Police, Parks & Recreation, Public Works, Building & Permitting, Planning & Zoning, and Code Enforcement.

The County will continue to provide, in perpetuity, Specialized Police, Fire & Rescue, Sanitation and Library Services. The City has responsibility for all other municipal services. Services in several areas will be provided through Interlocal Agreements with the County. The City is obligated by the Charter to use the Miami-Dade Police Department for Local Police Patrol for an initial period of four years. The City does retain significant control over the Local Patrol function, including setting the staffing and service levels.

The distribution of operating expenses among the various municipal functions is indicated below.

Use of General Fund Resources

The Proposed Budget contains only a small core group of City employees and includes maximum utilization of outsource vendors and community partners. The total proposed number of Full Time Permanent (FTP) employees is expected to be less than ten during the transition year.

The budget for each department includes a brief narrative describing the Department's function and objectives. The reader is invited to study these statements in detail. The following paragraphs briefly summarize the City's expected course of action in those departments during the budget year. **It is very important that the users and readers of this message understand that the City may be limited in carrying out planned programs and studies due to uncertainty in revenue flows.** This cash flow issue is directly related to the Interlocal Agreement to be negotiated with Miami-Dade County.

Mitigation & QNIP

The City Charter specifies that Doral will pay the County an annual mitigation payment. This payment was set at approximately 1.5 mill. The mitigation amount is adjusted annually for the commercial area and is capped for the residential area. There is an escalation provision equal to the CPI only for the residential area. The amount of mitigation budgeted, therefore, is at the current amount of \$7,432,400 for this year subject to final negotiations.

The City is also obligated to pay its share of the Quality Neighborhood Improvement Program (QNIP) Bond Issue. QNIP has funded a number of drainage, sidewalk and street programs in the City. The annual QNIP payment is \$1,100,000.



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Police

The City will begin enhanced Police services as soon as it can negotiate an agreement with Miami-Dade County. The agreement will establish the Doral Police Department. The major features of the Agreement will include:

Staffing - This agreement will provide for greatly enhanced police services over current levels. The expected staffing level budgeted includes the following options or some combination of these shown below:

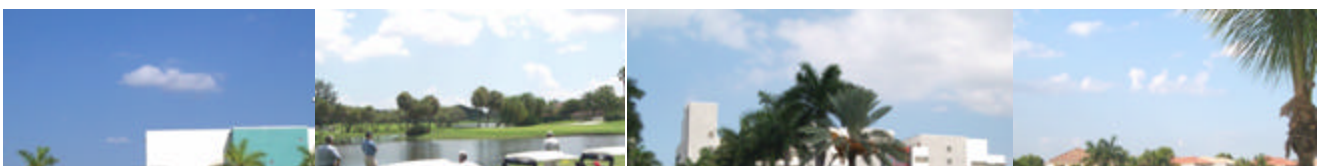
Captain (Commander)	1	1
Lieutenants	1	2
Sergeants	5	7
Patrol Officers	45	45
COPPS Officers	5	9
Detectives	2	4
Records Specialists	0	2
Secretary	1	2
Public Service Aides	0	8
	60	80

Public Works and Capital Improvements

The Public Works programs of the City are also poised to undergo significant improvements. The ability of the City to undertake a sustained multi-year effort to upgrade and improve all elements of our infrastructure and provide superior levels of maintenance is a major benefit of incorporation. The Proposed Budget includes the following major initiatives and activities:

Planning & Engineering Studies - There are a series of essential engineering studies that must be undertaken to determine the multi-year infrastructure needs and priorities of the City. Completion of these studies is also a major factor in qualifying for grant funding. The Proposed Budget includes the following:

- Transportation Master Plan - A comprehensive look at the transportation needs of the City;
- Roadway & Sidewalk Evaluation - A comprehensive review, inventory and needs assessment of the streets and sidewalks in the City;
- ADA Review and Analysis - A review of the City's compliance with ADA requirements and the identification of needed improvements;
- Stormwater Master Plan- A comprehensive review of the drainage and stormwater needs of the City including assessing the viability of establishing a City Stormwater Utility;
- Other Studies - An allocation of funds for additional studies that may be necessary and appropriate during the year of transition.



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Community Planning

The Community Planning Department includes the following functions: Planning & Zoning, Building & Permitting, and Code Enforcement.

One of the most important efforts to be undertaken in FY 2003-04 is the development of the City of Doral Master Plan (CDMP). A high priority for the residents of Doral, as expressed by the Mayor and Council, is that we begin shaping the totality of the City's future with a very focused master planning effort. The State of Florida requires the City to develop its own CDMP within 3 years of incorporation. The CDMP process normally takes 18-24 months. It is a very complex process that is heavily regulated and monitored by the State and involves significant community involvement and participation.

It is proposed that the City outsource the development of the CDMP. The Proposed Budget includes \$100,000 for the CDMP in FY 2003-04. This represents approximately 2/3 of the anticipated cost. The remainder will be budgeted next year.

Administrative Departments

Municipal budgets include several administrative departments. These include: City Council, City Manager, City Clerk, Finance Department and General Government.

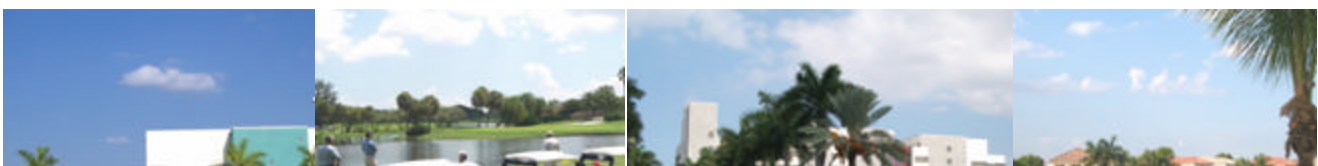
City Council - This department includes the costs associated with the City Council. Included are Charter specified compensation, communications expense, and an allowance for travel and training. Also included is the rental of meeting facilities

City Manager - This department includes the expenses associated with the City Manager's office. Included are the salaries and associated fringe benefits for the City Manager and Personnel for the City Manager's office. It also includes the standard allowances for travel and training.

City Clerk - This includes the costs associated with the City Clerk's office. Included are the salaries and associated fringe benefits for the Clerk and the Customer Service Aide (Receptionist). It also includes funds for legal advertisement and codification of ordinances. It also provides funds for an electronic records retention system.

City Attorney - This includes costs associated with the outsource contract for the City Attorney's office. It includes fees for general legal, zoning, comprehensive plan, code enforcement and real property.

Finance Department - Included is the salary and associated fringe benefits for an Account Clerk and the services of the Interim Finance Director during the transition with a full department towards the end of the fiscal year. It includes funding for the Independent Audit as well as the acquisition of accounting software.



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General Government

This Department includes a number of activities and expenses that are general in nature and not specifically attributable to a specific department or cost center. The major line items include:

- Computer and Technology Support
- Web Development and Maintenance
- Public Information
- Intergovernmental Relations
- Janitorial Services
- City Hall Rent
- Communications, Postage and Utilities
- Furniture and Equipment

The General Government budget also includes a reserve for contingencies of approximately \$ 400,000. This is viewed as a valid precautionary and conservative approach, given the lack of accurate historical expense data available to the City.

Parks and Recreation Services

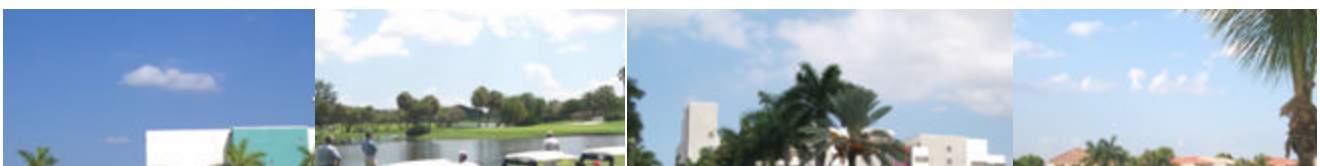
The Parks and Recreation facilities and programs in the City are about to undergo a transformation. The Proposed Budget includes significantly enhanced funding for operations, maintenance and capital improvements as well as innovative, effective and efficient approaches to improved programs and activities. The Proposed Budget recommends:

Immediate Repair and Upgrading - The County Park System has not, unfortunately, been funded at a level sufficient to maintain facilities. The Proposed Budget includes amounts sufficient for immediate improvements and maintenance to park buildings, rest rooms, tot lots, fields and benches. This effort will begin as soon as cash flow permits, final negotiations with the County are completed and the City assumes control of Doral's parks.

Parks Master Plan - The development of a comprehensive and professional Parks Master Plan is an important and essential first step in defining the short and long term needs of the system. The Proposed Budget includes funding for this effort.

Special Events - There has been considerable discussion and enthusiasm regarding the development and support for special events in the City. Special Events are a major component in building a sense of community. The Community Identity Advisory Committee will be providing the Mayor and Council with ideas in this regard.

Programming - The City is taking an innovative approach to programming in our park system. The City will solicit proposals from community partners to develop programming throughout the park system. The Parks and Recreation Advisory Committee will be bringing ideas to the Council as to what programs and needs exist within the City and what will be needed in the future.



City of Doral

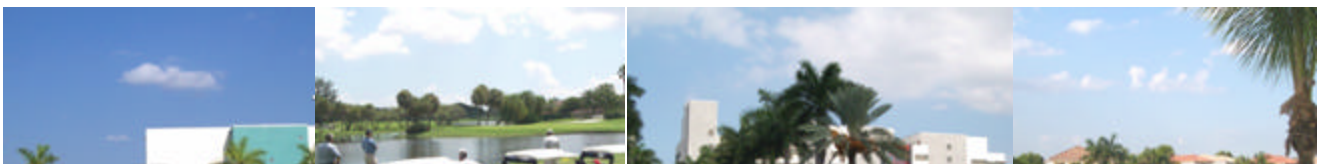
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Conclusion

As the City embarks on this mission, under the leadership of the Mayor and Council, it is important to point out again that **this is a year of transition**. The Council's Budget targets monies to help the City make that transition from county services and county governance to Doral governance and Doral municipal services. This will be a challenging year and a challenging budget. The flow of revenues and their timing are not yet fully known to us as a City. Our ability to begin municipal operations and services will be hampered by the uncertainty in the City's revenue flows. **Yet we are confident that what we are doing is laying the basic foundation for excellence in City government. With this budget the Mayor and Council lay the basic building blocks of the new great City of Doral.**

Sincerely,

Joe I. Rasco
Interim City Manager

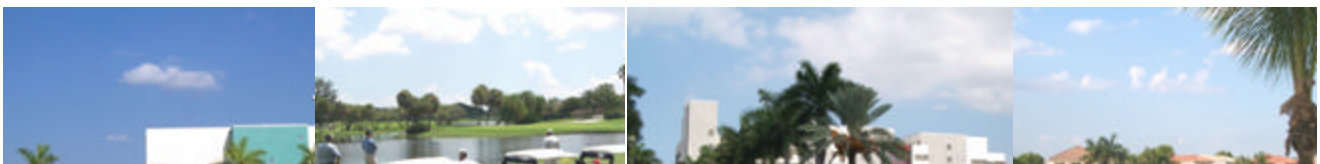


City of Doral

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General Fund Summary

Description	Proposed Budget FY 03-04
Beginning General Fund Balance	\$ 500,000
Revenues	
Advance from Miami-Dade County	1,000,000
Ad Valorem taxes	12,124,700
Utility fees	6,919,000
Franchise fees	1,700,000
Licenses and permits	647,000
Intergovernmental revenues	3,163,780
Fines and forfeitures	180,000
Charges for services	12,000
Interest income	20,000
Impact fees	
Revenue contingency	(3,000,000)
Total Revenues	\$ 22,766,480
Expenditures	
Mayor and City Council	\$ 250,000
City Manager's Office	350,000
City Clerk's Office	170,000
Finance Department	262,800
City Attorney	300,000
General Government	1,175,000
Police Services	7,114,000
Public Works	1,260,000
Parks and Recreation Department	1,150,000
Mitigation - QNIP	8,532,400
Total Expenditures	\$ 20,564,200
Ending General Fund Balance	\$ 2,702,280
Designated for capital improvements	400,000
Reserved for future contingencies (3% of expenditures)	647,000
Reserved for future road improvements (local option)	625,300
Unreserved and undesignated	1,029,980
Ending General Fund Balance	\$ 2,702,280

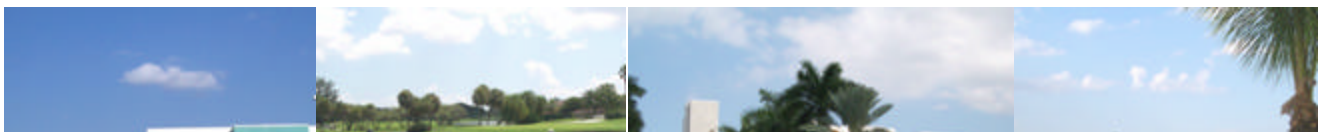


City of Doral

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General Fund Summary – Revenues

Ad valorem taxes	Based on property tax rolls at 2.447 on 5,215,693,758 at 95% collection rate	12,124,700	
			<u>\$ 12,124,700</u>
Franchise fee			
Electric	Allocated based on tax roll/population	1,690,000	
Other	Allocated based on tax roll/population	10,000	
			<u>1,700,000</u>
Utility taxes			
Electric	Allocated based on tax roll/population	3,000,000	
Gas	Allocated based on tax roll/population	125,000	
Water	Allocated based on tax roll/population	240,000	
Unified communication service tax	Allocated based on tax roll/population	3,554,000	
			<u>6,919,000</u>
Licenses and permits			
County	Portion pertaining to Doral from MDC	79,000	
City	UNSA Portion From MDC	-	
Building permit fees	Revenue neutral	470,000	
Zoning hearings	Revenue neutral	86,000	
Administrative variances	Best estimate from other municipalities	6,000	
Certificates of occupancy	Best estimate from other municipalities	6,000	
Burglar alarm fees	Subject to negotiations with MDC	-	
			<u>647,000</u>
Intergovernmental revenues			
Local government 1/2 cent sales tax	Based on current DOR estimate	1,460,600	
State revenue sharing	Based on current DOR estimate	462,380	
Local option gas tax	Based on current DOR estimate	1,235,300	
Alcoholic beverage licenses	Based on current DOR estimate	5,500	
			<u>3,163,780</u>
Fines and forfeitures			
Police	Based on \$6.47 per person	162,000	
Code Enforcement	Based on \$0.72 per person	18,000	
			<u>180,000</u>
Charges for services			
Police	Best estimate from other municipalities	12,000	
Parks	Might bring some revenues in future	-	
Contracts	subject to negotiations with MDC	-	
			<u>12,000</u>
Interest earnings	Based on 1.5% bank interest on deposits	20,000	
			<u>20,000</u>
Revenue contingency	Pending final negotiation with MDC	(2,000,000)	
			<u>(2,000,000)</u>
			<u>\$ 22,766,480</u>



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General Fund Summary- Revenues

TAXES

Ad Valorem Taxes

Ad Valorem (at value) taxes represent a levy on assessed real and personal property. The taxable value is the assessed value less homestead and other exemptions, if applicable. The County Property Appraiser delivers the Certified Taxable Value (the total assessed value of the nonexempt property) on or before July 1st. Prior to that date, the City is provided with estimates of the value.

The total assessed value changes continuously after July 1st due to assessed valuation appeals and other adjustments such as discounts for prompt payment. Because of the potential for reductions in ad valorem collections, local governments budget ad valorem revenues at 95% of the calculated amount.

Starting in 2004, the City Council will determine the millage applied to the assessed taxable value. A mill is a taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property. For example, one mill applied to the FY03-04 Certified Tax Value (\$5,215,693,758) produces \$5,215,694 in ad valorem revenue or \$4,954,909 at 95%.

The Proposed Budget is based on a millage rate of 2.447, which is equal to the County's UMSA millage of 2.447 currently applied to Doral property owners by the County. The FY03-04 Ad Valorem Taxes are budgeted at 95% currently applied to Doral property owners by the County. The FY03-04 Ad Valorem Taxes are budgeted at 95%.

FRANCHISE FEES

Franchise Fees are charged to service providers for an exclusive or non-exclusive right to operate within the municipal boundaries of the City. The charge is levied on a percentage of gross receipts basis.

Electric Franchise Fees

The largest of the franchise fees is the electric franchise fee collected from Florida Power and Light. The City is eligible to receive electric franchise fees under the County's franchise agreement. The revenue is paid to the County and remitted to the City once a year in September. During the transition these fees will be received subject to the Interlocal agreement negotiation with Miami-Dade County.

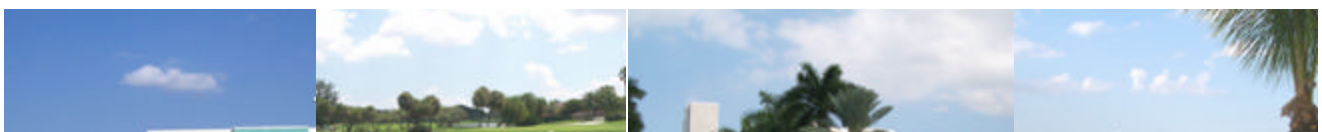
Gas Franchise Fees

Franchise fees are collected from companies providing gas to homes and businesses within the City.

UTILITY TAXES

Electric Utility Taxes

Utility taxes are authorized by State Statute and are based on electrical usage.



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General Fund Summary- Revenues

Gas Utility Taxes

The gas utility tax based on usage is levied on each customer's gas bill.

Water Utility Taxes

The water utility tax based on usage is levied on each customer's water bill.

Unified Communications Service Tax

Represents taxes on telecommunications, cable, direct-to-home satellite and related services. Fees are collected by the State and remitted to local government. The City will receive this revenue directly from the State beginning January 2004 with the first check to be received in March 2004. The FY03-04 budget is based on State estimates for the municipalities of similar size and usage and the allocation provided from Miami-Dade County.

LICENSES AND PERMITS

Occupational Licenses

The County requires all businesses to obtain a countywide occupational license and a municipal license (including UMSA) in order to operate a business. Countywide license fees are shared with municipalities based on a formula that includes population. The City will receive a portion of the County's license fee. In addition, the County will continue to collect municipal Occupational License fees on behalf of the City.

Building Permits, Zoning Hearings, Variances and Certificates of Occupancy

Fees for Building Permits, Zoning Hearings, Variances and COs will be retained by the City. Expenditures will not exceed revenues resulting in a revenue neutral estimate to the City's budget.

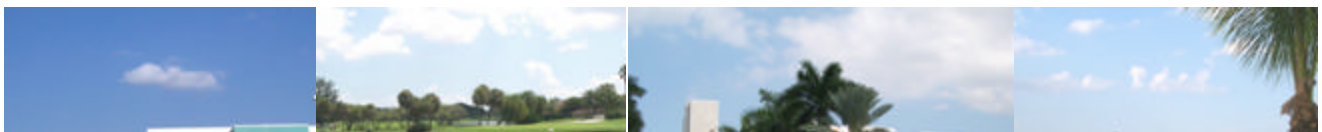
Burglar Alarm

The City anticipates that Miami-Dade Police will collect the fee and remit to the City (subject to negotiation).

INTERGOVERNMENTAL REVENUE

Local Government 1/2 Cent Sales Tax

Created in 1982, this tax generates the largest amount of revenue for local governments among the state-shared revenue sources. It distributes net sales tax revenue to municipalities based on a strict allocation formula. The budget for fiscal year 2003-2004 is based on estimates provided by the State.



City of Doral

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General Fund Summary- Revenues

State Revenue Sharing

State revenue sharing is provided to local municipalities by the State based on a predetermined allocation methodology. The Proposed Budget is based on estimates provided by the State.

Local Option Gas Tax - 3 cents

This tax is levied on motor and diesel fuel and is distributed to counties and cities. The tax can be used for transportation purposes but unlike the One to Six Cent tax, it is restricted to use for new roads and reconstruction or resurfacing of existing paved roads as opposed to routine maintenance.

Local Option Gas Tax - 6 cents

This tax (6 cents) is levied on motor and diesel fuel is distributed to counties and cities. Distribution of the fuel tax is made based on a formula that includes weighted population ratios and center-lane miles. The tax can be used for transportation-related operations including roadway and right-of-way maintenance, drainage, street lighting, traffic signs and signals and debt service for transportation capital projects.

Alcoholic Beverage Fees

A portion of the annual State license tax levied on manufacturers, distributors, vendors, brokers, sales agents, and importers of alcoholic beverages and collected within a municipality is shared with the local government in the form of Alcohol License revenues.

FINES AND FORFEITURES

Fines and Forfeitures - Police

The City is entitled to a portion of fines imposed for traffic and other violations and forfeitures of impounded property from criminal arrests.

Fines and Forfeitures - Code Enforcement

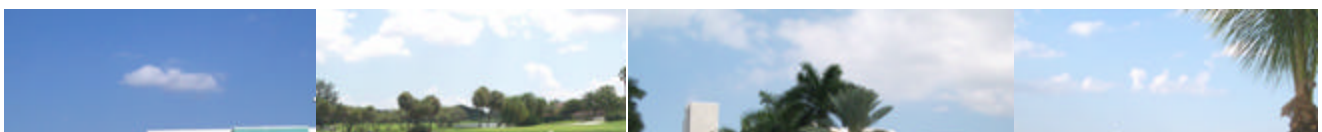
The city is entitled to fees from the enforcement of code enforcement activities.

CHARGES FOR SERVICES

Police Services

Represents charges paid by third parties for use of the City's police personnel for a private function.

General Fund Revenues



City of Doral

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General Fund Summary- Revenues

Park Facilities

Funds generated from user fees at the Village's parks.

CARRYOVER REVENUE CONTINGENCY AND RESERVE FUNDS

Carryover Funds from Prior Fiscal Year

Funds remaining unspent and uncommitted at the end of FY02-03 are budgeted as carryover into FY2003-2004.

Revenue Contingency

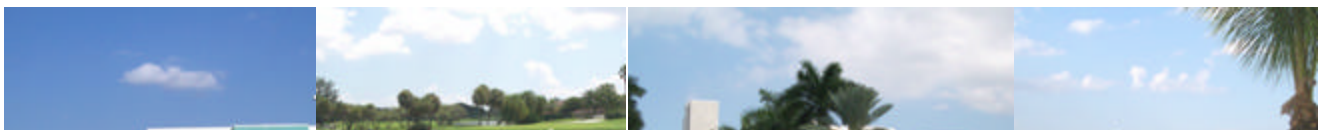
Revenues in the Proposed Budget are based on estimates. A contingency is particularly important to protect the City from revenue fluctuations in the first few years until a revenue history can be established.

Reserves and Designations

The City anticipates to reserve two and one half (3%) percent of budgeted expenditures until such reserves aggregate 25%.

The City has designated \$ 400,000 for the future acquisition of City Hall.

Local option tax revenues are reserved under Florida Statutes. This reserve reflects the excess of revenues received over allowed expenditures.



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Mayor and Council

Function

The City of Doral operates under a Council-Manager form of government. The Mayor and Council serve as the legislative body of the City, and consist of five members including the Mayor, Vice-Mayor, and three residential Council members. The City Council acts as the decision-making entity that establishes and is responsible for enacting ordinances, adopting the City budget, and establishing policies for the operation of the City government and delivery of municipal service. The administrative operations of the City are executed by the City Manager in accordance with the Council's directives.

The City Council is committed to providing the best possible professional government and the delivery of quality service levels that reflect community priorities and maintain the quality of life for all residents.

As the presiding officer of the City, the Mayor serves as head of the City government for all ceremonial purposes, purposes of military law, and for service of process, and is the official representative of the City in all dealings with other governmental entities.

Budget

Description	Proposed Budget	
	<u>FY 2003-04</u>	
Charter compensation	\$	38,800
Communications		12,000
Expense allowance and reimbursement		132,000
Travel, meetings, education and training		30,000
Rental of facilities for public meetings		18,000
Reserve for contingencies		19,200
Total	\$	<u>250,000</u>

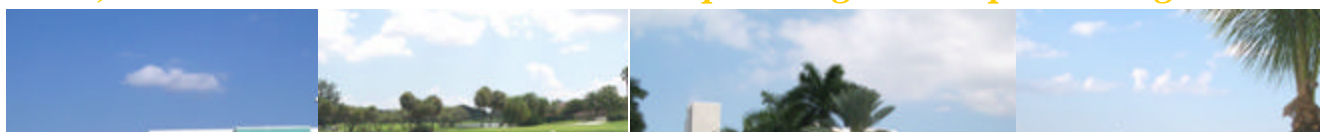
Budget Details

Charter Compensation: Compensation paid to each Council member in accordance with charter roles for their services to the City. The City expects to provide a package of benefits to each Council member.

Communications: Expenditures related to mobile phone expenses, pager costs, and miscellaneous communications media.

Travel Expense: Travel required for legislation body expenses.

Rental of Facilities for Public Meetings: Rental fees imposed on the City for the utilization of space to conduct public meetings based on 3 meetings per month at \$ 500 / meeting.

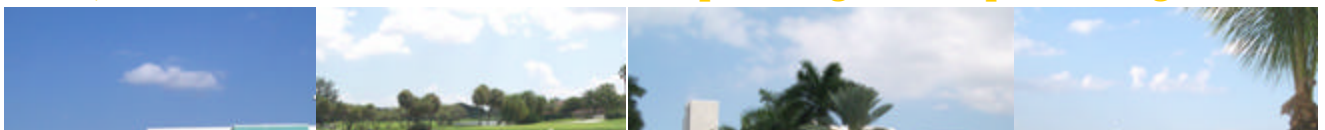


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Mayor and Council

Expense allowance: The Mayor and each Council Member will receive an allowance for City expenditures of \$3,000 for the mayor and \$2,000 per month each for Council members.



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Manager's Office

Function

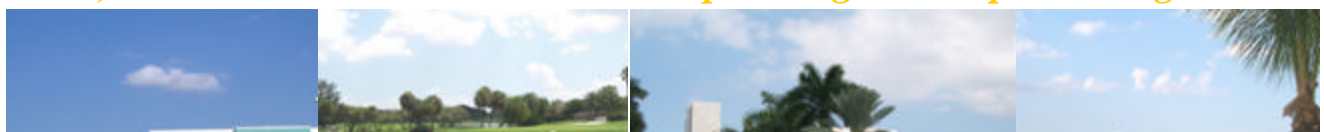
The City Manager is a position established by the City Charter. The City Manager is appointed by the Mayor and ratified by the Council and serves as the chief administrative officer of the City. The City Manager is accountable to the Council and is responsible for carrying out policies adopted by the Council. The City Manager attends all council meetings, participates in Council deliberations, and provides guidance as appropriate. The Manager is authorized to execute contracts and other documents on behalf of the City as directed by Council. The City Manager is responsible for administering City contracts and coordinating Council directives and policies regarding consultants and advisors. The City Manager is responsible for the hiring and termination of all City employees authorizes departmental expenditures adopted in the annual budget, the availability of funds and any direction given by the Council.

Goals

- ❖ Finalize negotiations with Miami-Dade County for the transfer of municipal services.
- ❖ Establish and oversee the creation of all new City departments and City services.
- ❖ Establish and finalize the City budget.
- ❖ Establish a municipal environment that promotes efficiency and excellence in community service through the retention of qualified employees and contracting of specialized consultants.
- ❖ Provide strategic direction to all City departments emphasizing Doral's approach to government and sound fiscal management.
- ❖ Cultivate an organizational philosophy that promotes excellence in government, promotes public awareness, and ensures the participation of the City Council and City residents in government decisions.

Objectives

- ❖ Adequately fund and implement programs intended to enhance the quality of life and ensure the safety of all City residents.
- ❖ Recruit and retain a competent and skillful workforce by promoting training and educational opportunities for City employees.
- ❖ Begin offering City run or contracted services before April 2004.
- ❖ Provide direction to all City departments and consultants that promotes the directives of the City Council.



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Manager's Office

- ❖ Ensure the timely submittal of the annual budget and capital improvements program.
- ❖ Submit to the Council and make available to the public an annual report on the finances and administrative activities of the City.
- ❖ Keep the Council advised as to the financial condition and future needs of the City; Provide monthly and quarterly budget comparisons.
- ❖ Make appropriate recommendations to the Council concerning the affairs of the City.

Budget

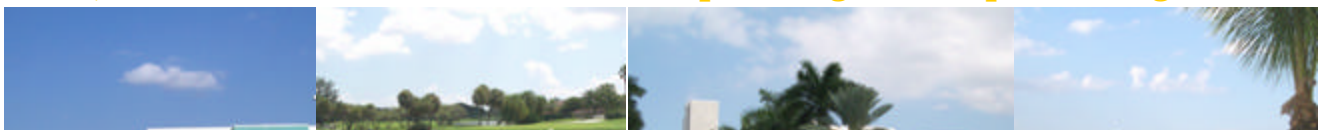
Description	Proposed Budget FY 2003-04	
Manager salary/service contract	\$	144,000
Salaries		54,000
Payroll taxes		16,800
Retirement contributions		23,800
Health and life insurance		29,700
Expense reimbursement allowance		24,000
Travel and per diem		6,000
Books, publications, subscriptions, and memberships		3,000
Education training		6,000
Fidelity bond for manager		4,000
Reserve for contingencies		38,700
Total	\$	<u>350,000</u>

Budget Details

Manager Salary/ Service Contract: Based on existing City contract and benefit.

Salaries: Includes a full time assistant and 50% of a clerical assistant.

Taxes and Benefits: Estimated at 8.5% for payroll taxes, 12% for retirement contributions and 15% for other benefits.



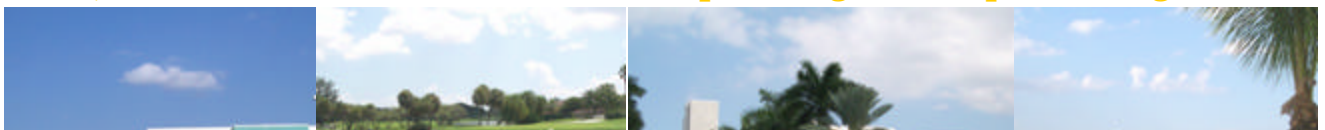
City of Doral

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Manager's Office

Expense Reimbursement: Provides for the reimbursement of ordinary and necessary expenses of the Department.

Other expenses are estimated based on the needs budgeted in similar municipalities.



City of Doral

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Office of the City Clerk

Function

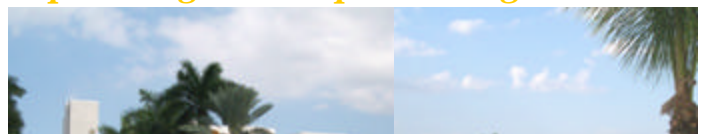
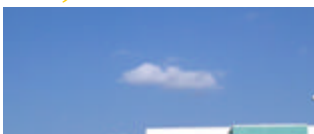
The City Clerk exists as one of the three Chartered positions in the City Administration. The City Clerk is appointed by the City Council, and serves as the corporate secretary to the City Council and the Local Planning Agency. The City Clerk works very closely with the City Manager to ensure that all City documents, information and services are provided in a timely manner to the Council and public. In this capacity, the Clerk provides notice of all Council meetings to its members and the public, maintaining accurate minutes of all proceedings and is responsible for producing agendas. In addition, the Clerk is the custodian of the City seal and public records, including contracts, ordinances, resolutions, and proclamations. The City Clerk may also be given additional tasks such as developing Human Resources functions and/or Information Technology.

Goals

- ❖ Ensure City records are properly collected, organized and recorded.
- ❖ Increase public awareness by facilitating the dissemination of public records through various communication mediums.
- ❖ Provide timely information to other organizations, agencies, City residents, and the general public.
- ❖ Develop a Human Resources manual that helps attract competent and skilled workforce by offering competitive benefits and training.

Objectives

- ❖ Maintain and update City code.
- ❖ Attest official contracts and documents.
- ❖ Advertise record and file the municipal budget.
- ❖ Prepare Proclamations.
- ❖ Secure cost effective imaging systems for maximum use of public records storage.
- ❖ Process, record, file and advertise ordinances, resolutions and notices.
- ❖ Prepare and maintain records index system, oversee records management, imaging necessary documents, retention and destruction in accordance with state regulations.
- ❖ Codify Ordinances to facilitate use by Council, public and staff.
- ❖ Assist in development of City web page.
- ❖ Conduct City elections, including certifying vacancies, maintaining receipt of all petitions and initiatives, provide layout of local ballot, and maintain receipt of election.



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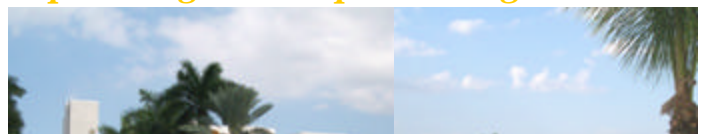
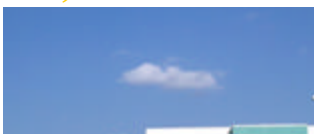
Office of the City Clerk

Objectives continued

- ❖ Prepare job descriptions and advertise for open positions.
- ❖ Handle and maintain personnel records.
- ❖ Provide benefits package for existing and future employees.
- ❖ Troubleshoot computer software and hardware programs.
- ❖ Assist and educate City staff to use computer hardware and software.
- ❖ Ensure software and products are cost-efficient and properly utilized.

Budget

Description	Proposed Budget	
	<u>FY 2003-04</u>	
Salaries	\$	72,000
Payroll taxes		5,800
Retirement contributions		8,600
Health and life insurance		12,000
Travel per diem		1,000
Ordinance codification		8,200
Legal advertisement		20,400
Operating supplies		1,000
Books, publications, subscriptions, and memberships		400
Education and training		1,800
Capital outlay - record retention system and furniture		24,000
Reserve for contingencies		14,800
TOTAL	\$	<u>170,000</u>



City of Doral

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Office of the City Clerk

Budget Details

Salaries: Includes the City Clerk at \$ 60, 000 and 50% of a clerical assistant.

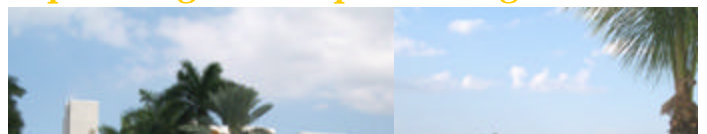
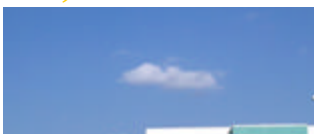
Taxes and Benefits: Estimated at 8.5% for payroll taxes, 12% for retirement contributions and 15% for other benefits.

Other expenses are estimated based on the needs budgeted in similar municipalities.

Ordinance Codification: Codification of the City Ordinances is required in order publish the Ordinances of the City in an indexed, concise manner for clarification and ease of use by City staff, Council and the public.

Legal Advertisement: Florida Statute, Section 286.011, otherwise known as the "Sunshine Laws", requires that notices of Council meetings be provided in a manner that effectively informs the public of the date, time and locations of Council and special meetings. Notices of meetings are normally advertised in the Sunday edition of the Miami Herald Newspaper "Neighbors" section and other local news media.

Capital Outlay - Record Retention System: Provide the City with most cost effective manner in which to retain and retrieve public records, the City Clerk will review various imaging systems that will allow staff to scan documents, store them electronically and retrieve the original documents with ease. These types of imaging systems allow cities to conserve space, thus saving archival storage costs.



City of Doral

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Department of Finance

Function

The Finance Department reports to the City Manager and is responsible for the administration of the City's financial and fiscal affairs. This includes accounting practices, financial planning and analysis, audit coordination, processing and recording of daily fiscal activities in accordance with generally accepted accounting principles, budget coordination and monitoring, preparation of financial reports, and providing support on fiscal and financial matters. The Finance Department functions will be carried out by Rodriguez, Trueba and Company CPA's, and P.A. through the transition period. The firm will function as the Finance Department until a more permanent solution is created.

Goals

- ❖ Establish financial and accounting practices for the effective and efficient use of the City's financial resources.
- ❖ Maintain proper accountability over the City's financial resources.
- ❖ Prepare timely financial reports on the City's financial condition.

Objectives

- ❖ Work with Miami-Dade County to complete the reconciliation of fiscal year 2002-2003 and 2003-2004, the transition years, and determine the fund balance owed to the City.
- ❖ Adopt the provisions of the Governmental Accounting Standards Board Statement (GASB) No. 34, Basic Financial Statements - and Management's Discussion and Analysis - For State and Local Governments; GASB No. 37, Basic Financial Statements - and Management's Discussion and Analysis -For State and Local Governments: Omnibus; GASB No. 38, Certain Financial Statement Note Disclosures; and Interpretation No. 6, Recognition and Measurement of Certain Liabilities and Expenditures in Governmental Fund Financial Statements. Significant information related to infrastructure needs to be obtained from the County.
- ❖ Complete the selection and implementation of an accounting software package that enables the City to maintain proper accountability over different revenue sources and its uses, and facilitates the preparation of the necessary financial reports.
- ❖ Prepare monthly reports comparing actual revenues and expenditures to the amounts in the approved budget.
- ❖ Develop RFQ for the proper process and selection of the City's independent financial auditors.
- ❖ Establish an accounting structure compatible with the State's Uniform Accounting System Manual, which will allow for the preparation of the Comprehensive Annual Financial Report.
- ❖ Coordinate the annual external audit of the City's Financial Statements and provide assistance to the independent auditors.
- ❖ Process and record cash collections, accounts payable, payroll and other transactions timely, and prepare related account reconciliations.



City of Doral

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Department of Finance

Objectives Continued

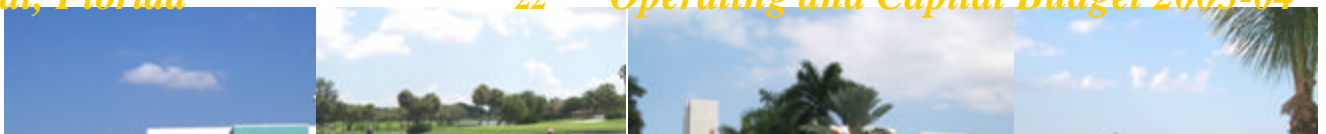
- ❖ Develop an investment policy for consideration and approval by the City's Council.
- ❖ Monitor cash flow and invest available funds.
- ❖ Prepare and implement internal

Budget

Description	Proposed Budget <u>FY 2003-04</u>	
Salaries and/or service contract	\$	85,000
Payroll taxes		7,200
Retirement contributions		10,200
Health and life insurance		12,800
Financial and accounting services - contractual		49,000
Other consulting fees		20,000
Independent audit		10,000
Payroll processing		1,000
Accounting system implementation and support (immediate - 1st Qtr)		2,000
Accounting system implementation and support (future)		50,000
Travel and per diem		2,500
Financial institutions fees		500
Books, publications, subscriptions, and memberships		500
Education and training		2,000
Reserve for contingencies		10,100
TOTAL	\$	<u>262,800</u>

Budget Details

Salaries and/or service contract: The Proposed Budget provides for a Finance Director on a full-time accounting position half the year and for the year.



City of Doral

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Department of Finance

Financial and Accounting Services: Line item represents the services provided by the City's Finance Director under the Agreement with the City of Doral.

Other consulting fees: Provided for possible contract negotiations and/or audits on the Interlocal agreement with the County.

Independent Audit: Audit of the City's Financial Statements as required by Section 4.10 of the City's Charter and Section 218.39, Florida Statutes.

Accounting System Implementation and Support: This item represents the estimated cost of an accounting software package for the City and its implementation. QuickBooks for non-profits will be used during the first year. The new software will be fully implemented by October 1, 2004.

Financial Institution Fees: Line item provides for fees that may be assessed by financial institutions for the processing of financial transactions.

Taxes and Benefits: Estimated at 8.5% for payroll taxes, 12% for retirement contributions and 15% for other benefits.

Other expenses are estimated based on the needs budgeted in similar municipalities.



City of Doral

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Office of the City Attorney

Function

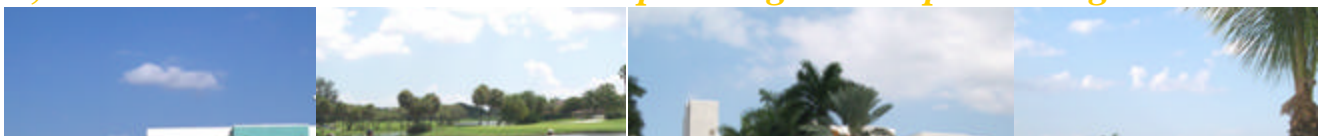
The City Attorney is appointed by the Mayor and subject to City Council approval in accordance with the City Charter. The City Attorney prepares or reviews ordinances, resolutions, contracts, bonds and other written instruments as directed and endorses approval of the documents as to form, language and execution thereof. When required by Council, the City Attorney prosecutes and defends, for and on behalf of the City, all complaints, suits, and controversies. The City Attorney provides legal advice and consults with the Council on legislative, quasi-judicial, administrative, proprietary, employment and other governmental matters, attending meetings, preparing ordinances, resolutions and contracts, preparing an initial city code, rendering legal opinions, negotiating other Interlocal government agreement with Miami-Dade County and assisting in securing revenues from taxes, fees, fines and forfeitures.

Goals

- ❖ Endeavor to always provide the highest quality legal services to the City.
- ❖ Vigorously maintain professional independent judgment.
- ❖ Ensure that the legal process remains apolitical and provide the City with clear and useful legal advice. In providing legal advice, the main objectives shall be to aid the City in accomplishing its legitimate objectives and to avoid legal trouble.
- ❖ Makes sure the council and all City transactions adhere to high standard of ethics.
- ❖ Assist the City in implementing the ordinances, resolutions, contracts, and Interlocal agreements necessary to assist the City Manager establish the daily operations, functions, tax base, and code of ordinances for the City.

Objectives

- ❖ Create a code of ordinances of the City.
- ❖ Finalize all Interlocal agreements necessary for the running of an effective City administration.
- ❖ Ensure that the City executes all ordinances and Interlocal agreements necessary to ensure adequate tax and funding base for its operation.
- ❖ Finalize all ordinances, agreements, and resolutions necessary for the operation of all City departments.
- ❖ Begin City's zoning and planning procedures and prepare for all quasi-judicial proceedings as well as City's Master Plan formulation.
- ❖ Follow-up City trademark issues and ensure proper representation by outside counsel.



City of Doral

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Office of the City Attorney

Budget

Description	Proposed Budget FY 2003-04
Professional Services - General Legal	\$ 175,000
Professional Services - Comprehensive Plan	10,000
Professional Services - Code Enforcement	10,000
Professional Services - Litigation Reserve	50,000
Professional Services - Trademark Litigation	40,000
Professional Services - Real Property	5,000
Contingency	10,000
TOTAL	\$ 300,000

Budget Details

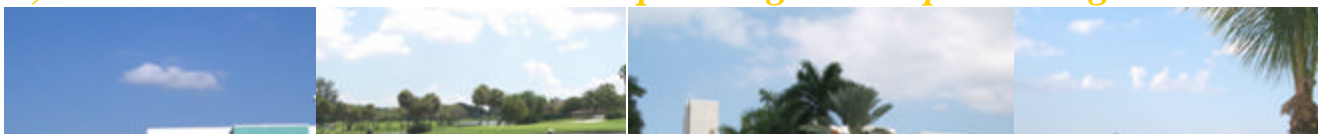
General Legal: Legal costs to draft, review, and finalize legal documents and provide general legal advice as necessary to the City.

Comprehensive Plan: Legal costs to draft, review, and finalize the City's comprehensive plan, providing legal advice during the development and adoption process.

Code Enforcement: Legal costs to review and handle code enforcement cases, and provide legal advice to the City as necessary.

Litigation Reserves: Funds designated to cover the legal costs of expected litigation expenses, including any legal issues related to the City's name.

Real Property: Legal costs to review, approve, or handle legal cases or transactions related to real estate.



City of Doral

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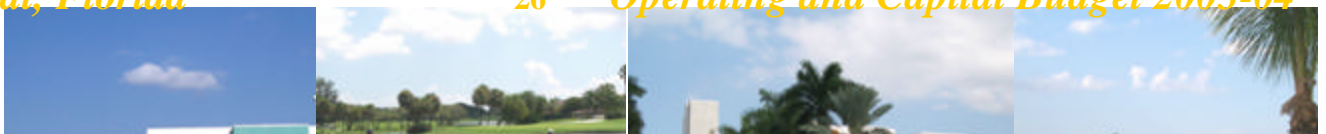
General Government

Function

The General Government section of the budget provides an expenditure detail for a variety of items of a general nature. These are items that are not applicable to other specific sections or departments, but are rather applicable to general City functions.

Budget

Description	Proposed Budget FY 2003-2004
Temporary administrative support services	\$ 24,000
Professional services - IT consulting & planning	25,000
Professional services - computer and technology support	12,000
Professional services - Intergovernmental relations	72,000
Professional services - public information consultant	60,000
Professional services - web development and maintenance	8,000
Professional services - general	15,000
Newsletter - contents and design	12,000
Newsletter - printing and distribution	36,000
Janitorial services and waste disposal - City Hall	12,000
Legislative travel	6,000
Communications	30,000
Postage and delivery	12,000
Utilities	6,000
Rent - City Hall	122,500
Insurance	75,500
Repairs and maintenance	10,000
Photocopies	9,000
Printing and binding	25,000
Advertisement	12,000
Office supplies	24,000
Operating supplies	12,000
Books, publications, subscription, and memberships	7,500
Education and training	15,000
Equipment and furniture: non-capital outlay	12,000
Capital outlay - Equipment and furniture	125,000
Reserve for contingencies	395,500
TOTAL	\$ 1,175,000



City of Doral

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General Government

Budget Details

Professional Services: The Proposed Budget includes outsource services for Computer and Technology Support, Intergovernmental Relations, Public Information, Web Development and Maintenance, and other general consulting services. The estimates are based on prevailing market rates for these services for a one year period.

Newsletter: The City has planned to issue a quarterly newsletter starting in 2003.

Legislative Travel: Travel costs associated with Legislative and Intergovernmental matters.

Communications : City-wide costs for voice and data communications.

Rent: Estimated at \$15/square foot for 3000 square feet for 6 months and \$20/square foot for 10,000 square feet for a permanent future facility.

Equipment and Furniture: Provides funding for the acquisition of furniture and office equipment for new employees, as well as additional equipment to supplement existing functions.

Reserve for Contingencies: Funding reserved for unanticipated expenditures or shortfalls as further discussed in the Budget Message.

Other expenses are estimated based on the needs budgeted in similar municipalities.



City of Doral

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Department of Police

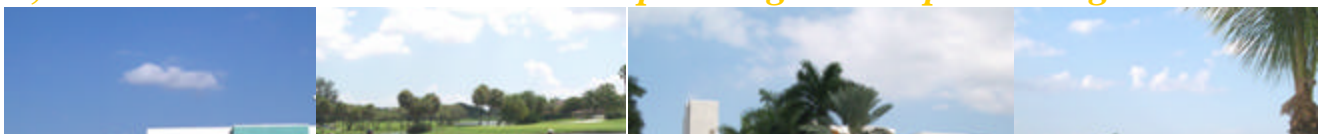
Function

The Department of Police will be conceived through an Interlocal agreement between the City of Doral and Miami-Dade County to be effective on or before March 1, 2004. The Department will be staffed with approximately 60 to 80 sworn and civilian personnel, and will be charged with the responsibility to protect the City's residents, property owners and visitors. The Department will be fully committed to ensuring the safety and well being of the Doral community, emphasizing community oriented policing and traffic safety. The Department is responsible for maintaining order and providing for the safe and expeditious flow of residents and visitors upholding the values of integrity, respect, service, and fairness. The daily operations and administration of the Department will be overseen by the Village Commander.

Prior to the City's contract inception date, Miami-Dade County will bill the City for the use of law enforcement and patrol services. Costs for these services are estimated using a minimum staffing level of law enforcement personnel.

Goals

- ❖ Safely respond to emergency calls for service within three minutes after receiving the call.
- ❖ Address the traffic concerns of City residents.
- ❖ Promote positive interaction with City residents, businesses and Department objectives.
- ❖ Assign staffing and grid locations to allow for reduction in the response times for emergency and non-emergency calls.
- ❖ Increase the safety of pedestrians and motorists through proactive traffic enforcement and the use of radar-equipped SMART trailers and utilization of traffic calming measures, and traffic enforcement initiatives with particular attention to truck traffic issues within the City.
- ❖ Maintain open lines of communications with the community through active civic involvement and the application of community policing techniques such as Crime Watch programs and special School programs.



City of Doral

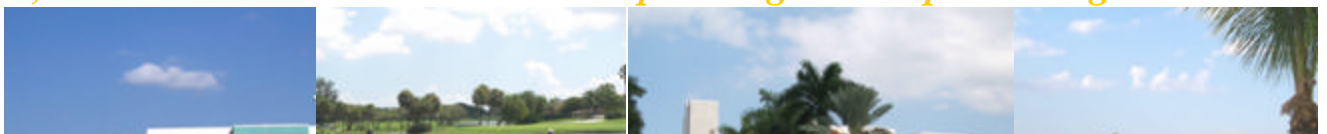
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Department of Police

Budget

Description	Proposed Budget	
	<u>FY 2003-2004</u>	
Patrol Services	\$	7,000,000
Specialized Police Services		14,000
Furniture & Equipment- Non-Capital Outlay		14,000
Capital Outlay- Furniture & Equipment		74,000
Capital Outlay- SMART Trailer		12,000
TOTAL	\$	<u>7,114,000</u>

Patrol services estimated by Miami-Dade County is budgeted office for 2003-2004.



City of Doral

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Department of City Planning and Zoning

Function

The Department of City Planning and Zoning is categorized into three distinct subdivisions, which include the Planning and Zoning division, the Building and Permitting division, and the Code Enforcement division. The Planning and Zoning division along with the Code Enforcement division, is responsible for providing property owners with efficient and timely processing of zoning applications, and enforcement requests. The department ensures strict adherence to the City's Land Development Code, Master Plan, and any other concurrency regulations. This division is also in charge of enforcing the City's code enforcement regulations. In contrast, the Building and Permitting division is responsible for providing residents and property owners with efficient and timely processing of construction permit applications and ensure that all designs and building construction fully comply with strict building code standards.

Goals

Planning, Zoning & Code Enforcement

- ❖ Begin to develop Master Plan and Land Development Regulations.
- ❖ Establish the Planning and Zoning Division.
- ❖ Establish the Code Enforcement Division.

Building & Permitting Division

- ❖ Establish the Building and Permitting Division which will schedule and complete all building inspections expeditiously.
- ❖ Ensure that all building plans and construction sites are reviewed and built to code.

Objectives

Planning, Zoning & Code Enforcement

- ❖ Select through a competitive selection process a competent person, or firm to develop the Master Plan and Zoning Code.
- ❖ Begin development and hearings as required to develop the Master Plan.
- ❖ Select through a competitive selection process a competent person or firm to establish the Planning and Zoning Department.
- ❖ Provide timely turnaround for reviewing zoning applications and presenting variances before the Council; develop turnaround standards.
- ❖ Select through a competitive selection process a competent person or firm to establish the Code Enforcement division.



City of Doral

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Department of City Planning and Zoning

Building & Permitting Division

- ❖ Review plans for single family residences within seven working days.
- ❖ Complete less complex plan reviews of single-family dwellings within one to three days.
- ❖ Review plans for commercial and multifamily residences or other complex units within fifteen working days.
- ❖ Perform field inspections within twenty-four business hours from the time they are received by the department.
- ❖ Perform inspections within four hours of time scheduled.
- ❖ Answer questions from residents and address complaints within no more than two business days.
- ❖ Review for proper contractors' licenses and insurance on all approved job sites.

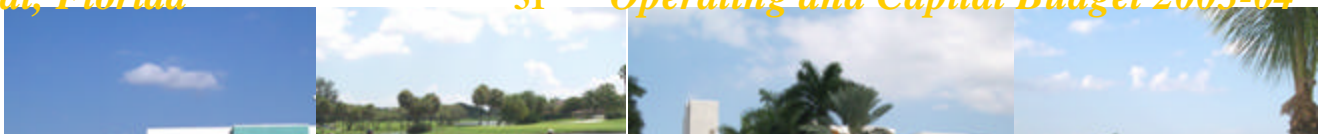
Budget

Professional Services- Master Plan	\$ 100,000
Professional Services- Studies	60,000
Outsource/In house- Building & Permitting	470,000
Outsource/In house- Code Enforcement	225,000
Outsource/In house- Building & Zoning Review	25,000
Outsource-Zoning Hearing Review	61,000
Expense Reimbursement Allowance	3,600
Travel & Per Diem	2,000
Printing & Binding	20,000
Advertising for Hearings and Notices	10,000
Electronic Check Conversion & Card Fees	4,800
Uniforms & Badges	2,000
Books, Publications, Subscriptions & Memberships	1,200
Education & Training	2,500
Reserve for Contingencies	12,900
	<hr/>
	\$ 1,000,000

Budget Details

Professional Services- Studies: Provides for funding of additional studies, such as neighborhood charities and/or other neighborhood oriented planning studies.

Outsource Services: These are revenue neutral as discussed in the revenue summary.



City of Doral

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Department of City Planning and Zoning

Electronic Check Conversion & Card Fees: This line item provides for the following services: (1) a guarantee on every check received at the Building Department so that the Village will not have the additional costs associated with bounced checks and collection efforts; (2) electronic conversion of checks so that funds are automatically transferred to our bank account within 48 hours; and (3) credit card fees assessed by service providers on transactions paid by credit or debit card. The Building Department will accept only checks during the first part of fiscal year 2003-2004. It is anticipated that payments will be accepted by check, credit and debit card later in the fiscal year.

Manager salary/ service contract: Based on existing City contract and benefit.

Salaries: Includes a full time assistant and 50% of a clerical assistant.

Taxes and benefits: Estimated at 8.5% for payroll taxes, 12% for retirement contributions and 15% for other benefits.

Expense reimbursement: Provides for the reimbursement of ordinary and necessary expenses of the Department.

Other expenses are estimated based on the needs of other similar municipalities.



City of Doral

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Department of Public Works

Function

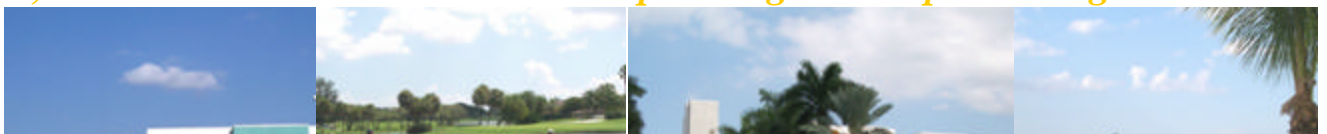
The Department of Public Works is responsible for the support and maintenance of the City infrastructure. This includes all properties, consisting of public streets, facilities, buildings, beautification projects, storm water management, right-of-ways and medians within the City boundaries. The Department also provides Planning and Construction Management for all Capital Improvement Projects. The Department of Public Works functions under the management and leadership of the Public Works Director.

Goals

- ❖ With the use of available resources, enhance the aesthetics of City neighborhoods, while strengthening the infrastructure where needed.
- ❖ Plan and develop capital projects that improve long term livability conditions for City residents.
- ❖ Through the use of Engineering Consultants, develop a comprehensive Storm water Utility Master Plan that provides the framework for the development of a Storm water Utility fund that meets the unique storm water management needs of the City. This plan will establish a proposed revenue base that will support both operating and capital expenses.
- ❖ Plan and program local option gas revenues in a manner that substantially improves the City's infrastructure. This plan includes support for a transportation master plan that addresses vehicular, pedestrian and bicycle movement in a coordinated manner within the City.

Objectives

- ❖ Provide street and right-of-way maintenance services, including shoulder repair, and pothole patching of streets, sidewalks, and bike paths.
- ❖ Prepare, manage and implement capital improvement plans and projects.
- ❖ Review proposed construction activities, including roadway and drainage system improvements and maintenance.
- ❖ Implement and maintain the City's beautification program.
- ❖ Add attractive elements to neighborhood streets and intersections that improve the overall appearance of the highly traveled areas of the City.
- ❖ Maintain the medians, right-of-ways, and swales on City controlled streets and also keeps track of those areas not under City control.
- ❖ Clear roads and right-of-ways of unsightly debris and discarded materials weekly.
- ❖ Substantially improve the response time for immediate right-of-way service needs for purposes of safety and appearance.
- ❖ Maintain and improve when required designated public buildings and grounds.



City of Doral

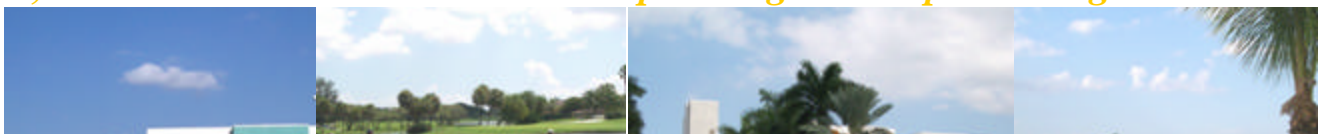
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Department of Public Works

- ❖ Continually review infrastructure needs and make recommendations to the City Manager as to possible future Capital Improvement Projects.
- ❖ Develop a Safety Program that supports and encourages a careful, productive and safe work environment for employees and visitors to City facilities.
- ❖ Remove graffiti on public properties as required and promote graffiti removal on private properties.

Budget

Description	Proposed Budget FY 2003-04
Salaries and/or service contract	\$ 180,000
Payroll taxes	14,900
Retirement contributions	21,100
Health and life insurance	26,400
Travel and per diem	2,000
Vehicle repairs and maintenance	2,000
Vehicle operation	12,000
Operating supplies	25,000
Uniforms	5,000
Books, publications, subscriptions, and memberships	700
Education and training	2,500
Professional services - Stormwater Master Plan	150,000
Professional services - Project management	40,000
Professional services - Other studies	60,000
Professional services - Transportation master plan	60,000
Professional services - Roadway, sidewalk evaluation	60,000
Contractual services - Roadway repair and maintenance	40,000
Contractual services - right-of-way / swale maintenance	75,000
NPDES permit fees	10,000
Capital outlay - building and City facilities	50,000
Capital outlay - improvements other than building:	
Transit improvement/initiatives	50,000
Right-of-way enhancements/beautification	100,000
City signage program	150,000
Vehicles - public works/parks	75,000
Reserve for contingencies	48,400
TOTAL	<u><u>\$ 1,260,000</u></u>



City of Doral

South Florida's Premier Place to Live, Learn, Work and Play

Department of Public Works

Budget Details

Salaries: Includes a director and employees as needed.

Taxes and Benefits: Estimated at 8.5% for payroll taxes, 12% for retirement contributions

Professional Services: Storm water Utility Master Plan: The City will retain an engineering Consultant to develop a Storm water Master Plan. The plan will enable the City establish a Storm water Utility fund that will provide a sustainable revenue source to fund Capital Projects for improvement of flood control, enhanced maintenance for improved flood and pollution control and other related services.

Repairs and Maintenance: Facilities: Funding will be used to repair and maintain City facilities, when and where needed with the use of outside Contractors. City structures and facilities will be brought up to positive, functional standards and properly maintained.

Vehicle Operation: To cover the expense of vehicles to be utilized by the Department of Public Works or Parks.

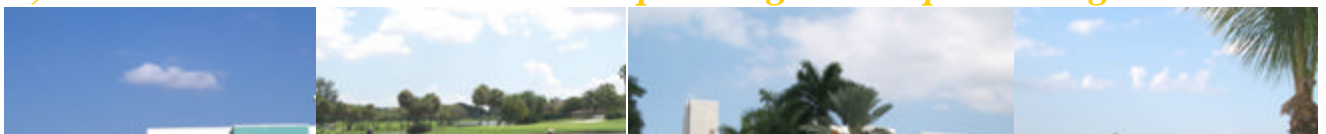
Operating Equipment and Safety Supplies: Small power equipment, work tools, gas, lubricants, oils, and cameras, including employee safety supplies to include:

- ❖ Traffic cones, flashers, and flashlights.
- ❖ Steel toe shoes, safety glasses, and insulated gloves.

Capital Outlay-other than building improvements: Represents prospected expenditure related to and allowed by Statutes for local option tax revenues.

Capital Outlay building and City facilities: Represent the build-out of permanent City Hall.

Other expenses are estimated based on the needs of other similar municipalities.



City of Doral

South Florida's Premier Place to Live, Learn, Work and Play

Department of Parks and Recreation

Function

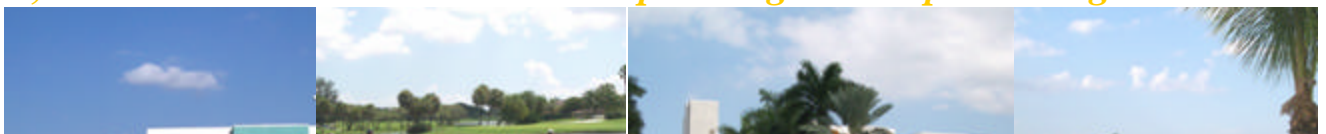
The Parks and Recreation department is charged with the responsibility of planning, organizing, directing and administering all activities related to parks and recreation. To that extent, the department directs and coordinates the installation and maintenance of park facilities including park structures and landscaped areas in the parks, prepares bid specifications and project cost estimates for park maintenance outsource contracts, and administers all aspects of said contracts. The Parks and Recreation department is responsible for developing innovative partnerships for park programming activities by focusing on collaboration with community and civic groups. The department continuously seeks to explore and develop new techniques and approaches in recreational activities that address community needs.

Goals

- ❖ Implement quality parks and recreation programs that effectively address Doral's community needs and increase park areas.
- ❖ Select and work with organizations that may provide outstanding recreation programs and summer camp services.
- ❖ Start the competitive selection process and contract with a firm to develop a Parks Master Plan.
- ❖ Develop community pride by enhancing the aesthetics of all parks and recreation facilities.
- ❖ Establish additional neighborhood parks throughout the City by acquiring green spaces where available.
- ❖ Actively seek funding opportunities and secure funds for the development of the parks and recreation programs and facilities.

Objectives

- ❖ Develop a needs assessment tool to determine community needs.
- ❖ Meet with community members to establish a close relationship with the Doral residents through the committee process.
- ❖ Collaborate with businesses, schools, and residents in the development of the parks and recreation programs.
- ❖ Partner with local businesses to gain support and scholarships for youth programs.
- ❖ Research, develop and secure grant funding sources for new parks, park facilities and park programs.



City of Doral

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Department of Parks and Recreation

Budget

Description	Proposed Budget FY 2003-04
Salaries	\$ 150,000
Part-time salaries and wages	70,000
Payroll taxes	19,000
Retirement contributions	19,300
Health and life insurance	21,600
Expense reimbursement allowance	3,600
Travel and per diem	2,000
Park maintenance -	185,000
Improvements (non-capital expenditures)	10,000
Operating supplies	10,000
Uniforms	5,000
Books, publications, subscriptions, and memberships	500
Education and training	2,500
Professional services - Master plan	50,000
Special events	100,000
Capital outlay - Doral Meadow and Doral	150,000
Capital outlay - Doral at 87th Avenue	300,000
Reserve for contingencies	51,500
	<u>\$ 1,150,000</u>

Budget Details

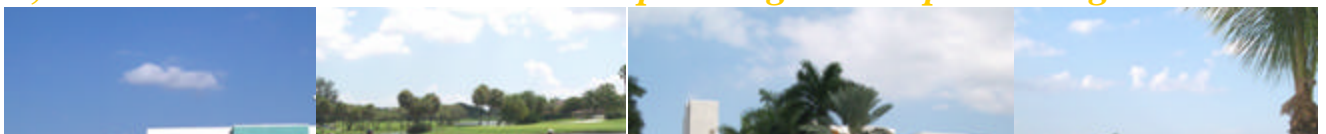
Salaries: Includes the Park's director and employees as needed to provide services.

Taxes and Benefits: Estimated at 8.5% for payroll taxes, 12% for retirement contributions and 15% for other benefits.

Expense and Reimbursements: Provides for the reimbursement of ordinary and necessary expenses of the department.

Park Maintenance: Once the City assumes control of the City's parks these funds will be used to upkeep the City's parks.

Improvements (non-capital expenditures): Miscellaneous improvements such as interior park signage and benches.



City of Doral

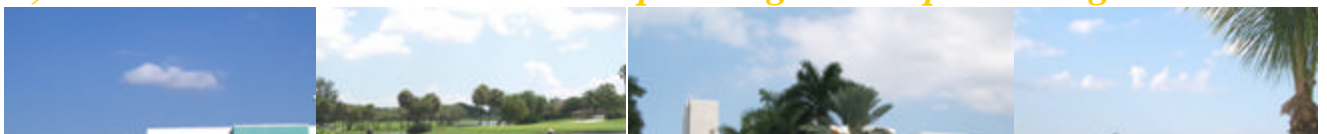
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Department of Parks and Recreation

Operating Supplies: Janitorial and miscellaneous landscaping supplies.

Capital outlay: Park outlays have been estimated based on the future development of the Parks Master Plan for the City.

Other expenses are estimated based on the needs of other similar municipalities.



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Mitigation and QNIP

Function

Mitigation is an annual cost the City must pay to Miami-Dade County. Pursuant to the terms and conditions of the City's Charter and the Proposed Interlocal Agreement between the County and the City, the City is required to make an annual contribution to the County's Municipal Service Trust Fund (MSTF). The first payment will be in the amount of \$7,432,400, which is the equivalent of one and one half mill of the value of taxable real property within the boundaries of the City on the date incorporation was approved. In accordance with the Interlocal Agreement and the City Charter, subsequent annual payments will be adjusted based on the Consumer Price Index and the value of taxable real property in the area designated as the CBI. Contributions to the MSTF will be in perpetuity.

QNIP Description

The City is obligated to pay its share of the Quality Neighborhood Improvement Program (QNIP) Bonds which were issued by Miami-Dade County's Unincorporated Municipal Service Area. QNIP will fund a number of drainage, sidewalk and street programs in the City. The annual QNIP payment to the County is \$1.1 million.

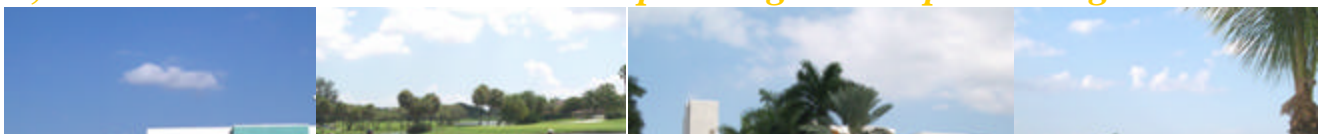
Budget

Description	Proposed Budget FY 2003-2004
MITIGATION/QNIP OBLIGATIONS TO MIAMI-DADE COUNTY	
Quality Neighborhood Improvement Program (QNIP) - County	\$ 1,100,000
Mitigation Payment to County	<u>7,432,400</u>
<u>TOTAL LONG TERM OBLIGATIONS TO COUNTY</u>	<u>\$ 8,532,400</u>

Budget Notes and Assumptions

The QNIP payment was estimated using Miami-Dade County budget data and applying the factor agreed upon between Miami Dade County and Doral in the Doral incorporation report of October 8, 2002. The report utilized budgeted costs times an 11.7% factor allocation to the Doral tax base areas.

Mitigation payments were estimated based on the preliminary agreement with Miami-Dade County, subject to the final Interlocal Agreement between the County and the City, whereby the City will contribute the equivalent of one and one half mill of residential property tax revenue, capped for the residential area. Additionally, the City will make an annual contribution of 1.5 mills of the Commercial and Business CBI area times the tax roll for the area (See section 9.5 of the City of Doral Charter).



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Glossary

Abatement - A partial or complete waiver of taxes, service charges or fees imposed by the City for purposes of economic development incentives.

Accountability - An obligation or willingness to accept responsibility or to account for one's actions.

Accounting Period - A period of time (e.g. one month, one year) where the City determines its financial position and results of operations.

Ad Valorem Tax - A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.

Adopted Budget - The proposed budget as initially formally approved by the City Council.

Account - A term used to identify an individual asset, liability, expenditure control, revenue control, encumbrance control, or fund balance.

Accounting System - The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organizational components.

Accrual Basis of Accounting - The method which records revenues when earned (whether or not cash is then received) and records expenditures when goods or services are received (whether or not cash is disbursed at that time).

Amended Budget - The adopted budget formally adjusted by the City Council.

Appropriation - A specific amount of money authorized by the City Council for the purchase of goods or services.

Appropriated Fund Balance - The amount of surplus funds available to finance operations of that fund in a subsequent year or years.

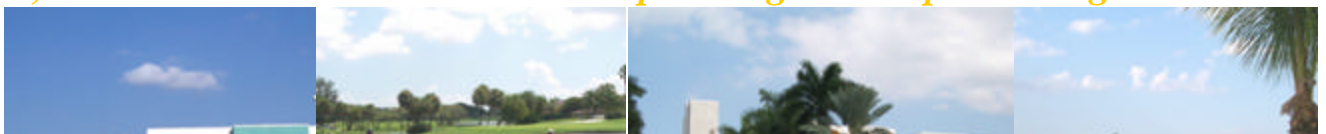
Arterial Roads - The main traffic corridors that are with the county. They are fed by collector roads, which pick up the traffic from local roads that provide a more localized service within specific neighborhoods.

Assessed Property Value - The value set upon real estate or other property by the County Property Appraiser and the State as a basis for levying ad valorem taxes.

Asset - Resources owned or held by a government, which have monetary value.

Balanced Budget - A budget in which planned funds or revenues available are equal to fund planned expenditures.

Balance Sheet - The basic financial statement, which discloses the assets, liabilities, and equities of an entity at a specified date in conformity with GAAP.



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Benchmarking – Determining the quality of products, services, and practices by measuring critical factors (e.g., how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.

Benefits - Payments to which participants may be entitled under a pension plan, including pension benefits, death benefits, and benefits due on termination of employment.

Budget - A fiscal plan of programs, services, and construction projects expected to be carried out, funded within available revenues and designated within a specific period of time, usually 12 months.

Budget Calendar - A schedule of key dates which the City follows in the preparation, adoption and administration of the budget.

Budget Message - Included in the opening section of the budget, the Budget Message provides summary of most important aspects of the budget, changes from previous fiscal years and recommendations regarding the financial policy for the upcoming period.

Bond - A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specific rate. The payments on bonds are identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

Bond Funds - Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

Bond Rating - A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued.

Budget Document (Program and Financial Plan). The official written statement prepared by the City staff reflecting the decisions made by the Council in their budget deliberations.

Budget Ordinance - The schedule of revenues and expenditures for the upcoming fiscal year by fund, which is adopted by the City Council each year.

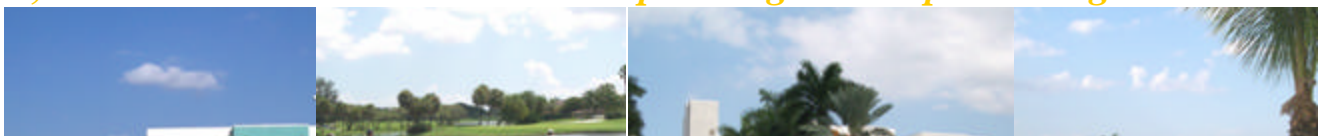
Budgetary Basis - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budget Schedule - The schedule of key dates which a government follows in the preparation and adoption of the budget.

Buildout - That time in the life cycle of the City when no incorporated property remains undeveloped. All construction from this point forward is renovation, retrofitting or land cleared through the demolition of existing structures.

Capital Equipment - Physical plant and equipment with an expected life of five years or more.

Capital Improvement Program - A projection of capital (long-lived and significant) expenditures over the ensuing five years. The method of financing is also indicated.



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Capital Improvement Fund - An account used to segregate a portion of the governments equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

Capital Outlay - Fixed assets, which have a value of \$1,000 or more and have a useful economic lifetime of more than one year; or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project - Major construction, acquisition, or renovation activities, which add value to a government's physical assets or significantly increase their useful life; also called capital improvement.

Capital Projects Budget - A fiscal year budget for capital expenditures, i.e. items or projects of significant value with a probable life of one or more years, and the means of financing them.

Cash Carryover - Cash at the start of the year, plus revenue received in one fiscal year, which is not spent in that year, and is therefore made available for use in the succeeding year.

Charter- The written instrument that creates and defines the franchises (rights) of a City.

City - An incorporated municipality in the United States with definite boundaries and legal powers set forth in a charter granted by the state or in some instances a county.

Concurrency - Operating or occurring at the same time. This term is commonly used to refer to the provision of adequate public facilities at the time they are intended to support new development. Adequate roads, water and sewer facilities must be in place concurrent with the impact of new development. Concurrency only provides for public facilities necessary to serve new development and does not alleviate existing shortfalls.

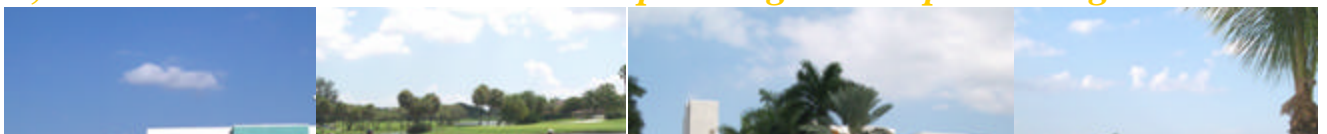
Consumer Price Index (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

Contingency - An appropriation of funds available to cover unforeseen events that occur during the fiscal year. These funds, if not used, lapse at year end. This is not the same as fund balance or reserve fund.

Contractual Services - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent,, maintenance agreements, and professional consulting services.

Countywide Service Area - As the area wide government, Miami-Dade County has the responsibility to provide certain services to all residents. The countywide services include: public health care, sheriff, jails, courts, mass transportation, environmental protection, certain parks and public works activities, elections, tax collection, property appraisal and social service programs. The revenue to pay for countywide services comes from property and gas taxes, licenses, charges for services, intergovernmental aid, fines and forfeitures, transfers and interest earnings.

Debt Service - The payment of principal and interest on borrowed funds such as bonds.



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Density - The average number of individuals or units per space unit (population per square mile or housing units per acre).

Deficit - The excess of liability over assets --or expenditures over revenues -- in a fund over an accounting period.

Depreciation - The decrease in value of physical assets due to use and the passage of time.

Department - A major administrative division of the City, which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

Disbursement - The expenditure of monies from an account.

Distinguished Budget Presentation Awards Program - A voluntary award program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Employee (or Fringe) Benefits - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the deferred compensation, medical, and life insurance plans.

Encumbrances - Obligations incurred in the form of orders, contracts and similar items that will become payable when goods are delivered or services rendered.

Enterprise Fund - A self supporting fund designed to account for activities supported by user charges.

Estimated Revenues - Projections of funds to be received during the fiscal year.

Expenditure - Projections of funds to be received during the fiscal year.

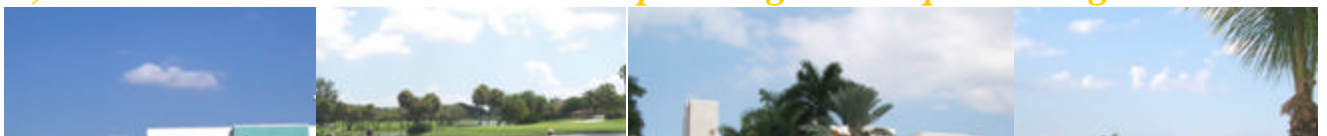
Final Budget - Term used to describe revenues and expenditures for the upcoming year beginning October 1st and ending September 30th.

Financial Policy - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investments. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fines and Forfeitures - Consists of a variety of fees, fines and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defenders recoupment and juror/witness fees.

Fiscal Year - Any period of 12 consecutive months designated as the budget year. The City's budget year begins October 1st and ends September 30th. The State of Florida's fiscal year begins July 1st and ends June 30th.

Fixed Assets - Assets of long-term character that is intended to continue to be held or used, such as land, building, machinery, furniture, and other equipment.



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Forfeiture - The automatic loss of property, including cash, as a penalty for breaking the law, or as compensation for losses resulting from illegal activities. Once property has been forfeited, the City may make a claim for it, resulting confiscation of the property.

Franchise Fee - Charges to utilities for exclusive/non-exclusive rights to operate within municipal boundaries. Examples are electricity, telephone, cable television, and solid waste.

Franchise - A special privilege granted by a government permitting the continuing use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

Full-Time Equivalent Position - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

Fund - A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance - The excess of assets over liabilities for a fund. A negative fund balance is sometimes called a deficit.

GAAP - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Fund - A governmental fund established to account for resources and uses of general operating function of the City. Resources are, in the majority, provided by taxes.

General Ledger - A book, file, or other device, which contains the accounts needed to reflect the financial position and the results of operations of an entity. In double entry bookkeeping, the debits and credits in the general ledger are equal; therefore, the debit balances equal the credit balances.

General Obligation Bonds - Bonds for the payment of which the full faith and credit of the issuing government are pledged. In issuing its general obligation bonds, the ***City of Doral*** pledges to levy whatever property tax is needed to repay the bonds for any particular year. General Obligation Bonds cannot be issued without voter approval and are usually issued with maturities of between 15 and 30 years.

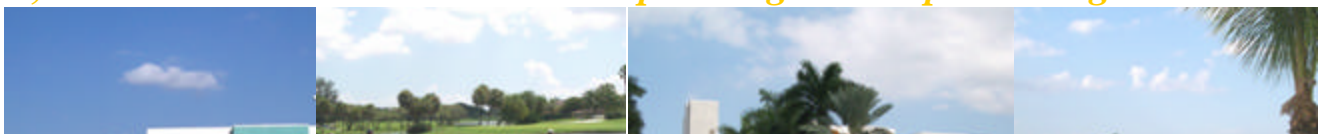
Goal - An attainable target for an organization; an organization's vision of the future.

Goals and Objectives - A narrative in each department which establishes a program of non-routine, or especially emphasized, intentions and tasks for each City department or sub-department during a one-year period. It is not necessarily a fiscal period.

Grant - A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function.

Homestead - Exemption Pursuant to the Florida State Constitution, the first \$25,000 of assessed value of a home which the owner occupies as principal residence is exempt from the property tax.

Impact Fee - A fee charged on new development to finance required infrastructure such as roads, parks, schools, fire and police facilities, or capital purchases.



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Incorporation - The process by which a community within the unincorporated area creates a new municipality or city.

Infrastructure - Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the City.

Interest Income - Revenue associated with the City cash management activities of investing fund balances.

Inter-fund Transfer - Equity transferred from one fund to another.

Intergovernmental Revenue - Income received from or through the Federal, State, or County government. These include State Revenue Sharing, Alcoholic Beverage Tax, and Sales Tax.

Interlocal Agreement - A contractual agreement between two or more governmental entities.

Liabilities - Debts or other legal obligation arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Line Item - A specific item defined by detail in a separate account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.

Mill - A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property. One mill levied on a property valued at \$200,000 would produce tax revenues of \$200.

Millage - The total tax obligation per \$1,000 of assess valuation of property.

Mitigation - An amount negotiated between the County and a donor community during the incorporation process. The amount is intended to alleviate the impact of the County's revenue loss as a result of incorporation.

Modified Accrual Accounting - A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and expenditures are recognized when the related liability is incurred.

Municipal Code - A collection of laws, roles and regulations that apply to the City and its Citizens.

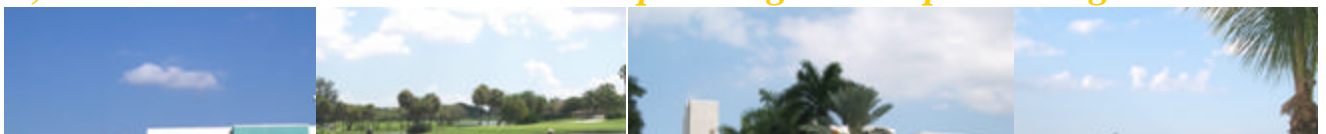
Municipal Services Trust Fund - A fund into which mitigation payments are deposited.

Municipality - A political unit, such as a city, incorporated for local self-government.

Non-Departmental Appropriations (Expenditures) - The costs of government services or operations which are not directly attributable to City Departments.

Objective - A specific measurable and observable activity which advances the organization toward its goal.

Objects of Expenditure - Expenditure classifications based upon the types or categories of goods and services purchased.



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Obligations - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Budget - A budget for general revenues and expenditures such as salaries, utilities, and supplies. Projections Estimates of anticipated revenues, expenditures, or other quantitative data for specific time periods, usually fiscal years.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earning, mid grant revenues. Operating revenues are used to pay for day to day services.

Ordinance - A formal legislative enactment by the City Council of Doral; a law.

OSHA - Occupation Safety and Health Administration.

Personal Time Off - A combination of traditional vacation and sick time into a single category.

Personal Services - Expenditures for salaries, wages, and related employee benefits.

Policy - A plan, course of action or guiding principle, designed to set parameters for decisions and actions.

Productivity - A measure of the service output of City programs compared to the per-unit of resource input invested.

Programs and Objectives - The descriptions of the structure, purposes, activities, tasks and volumes or frequencies of each organizational unit shown in the budget. The period spans the fiscal year.

Property Tax - A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax.

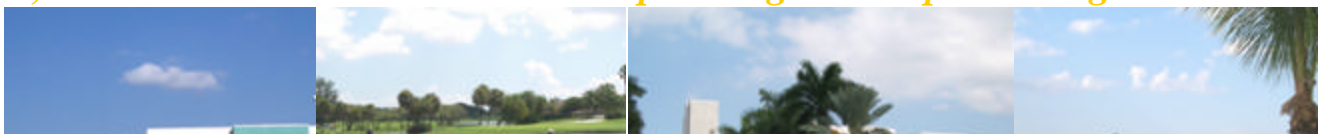
Proprietary Fund - Enterprise and internal service funds that are similar to corporate funds, in that they are related to assets, liabilities, equities, revenues, expenses and transfers determined by business or quasi-business activities.

QNIP - Quality Improvement Neighborhood Improvement Program A County program that focuses on infrastructure needs in older urban neighborhoods and high growth areas. It includes construction and repair of sidewalks, local and major drainage improvements, road resurfacing and park facility improvements.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Revenue - Money that the City of Doral receives from a variety of sources such as property taxes, permits and fees, utility and sales taxes, charges for services, grants, franchise fees and license fees that it uses to pay for service delivery and other items.

Risk Management - The identification and control of risk and liabilities incurred by a local government to conserve resources from accidental loss.



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Rollback Millage Rate - The millage necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes from new construction.

Special Assessment - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties. All tax-exempt property in the affected area will also have to pay the special assessment.

Special Taxing District - A geographic area, designated by petition or vote of the residents of that area, in which a particular service is provided exclusively to residents of the area. A special property tax or a special assessment fee pays for these services. Typical districts include parks maintenance, street lighting, or security guard districts.

Stormwater Utility Fee - A fee assess on real property established and imposed to finance design, installation, and maintenance of Stormwater management systems.

Surplus - The use of the term "surplus" in governmental accounting is generally discouraged because it creates a potential for misleading inference. Undesignated fund balance is used instead. The concept of "net worth" in commercial accounting is comparable to "fund balance" in government accounting. That portion of the fond balance, which is not reserved for specific purposes or obligations, is called the undesignated fund balance: it is the true "surplus".

Tax Base - Total assessed valuation of real property within the City.

Tax Levy - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

Taxing Limit - The maximum rate at which the City may levy a tax, which for Florida municipalities is 10 mils, or \$10 per thousand dollars of assessed value.

Tax Rate - The amount of tax levied for each \$1,000 of assessed valuation.

Taxable Value - The assessed value less homestead and other exemptions, if applicable.

Truth in Millage - The Florida Trust in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget tax rate.

UMSA - The area of Dade County that is not formed as a city or municipality but that receives municipal-like services from Miami-Dade County. The area is taxed exclusively for these services through a millage applied only the to the unincorporated municipal services area (UMSA).

Undesignated Fund Balance - That portion of the fund balance available for use in subsequent budgets. The term is preferable over the commonly used and ill-defined "surplus."

Workload Indicators - An indication of the output of a department. It may consist of transactions, products, products, events, services or persons served.

